

MEMORANDUM

NATIONAL SECURITY COUNCIL

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INFORMATION  
December 16, 1971

MEMORANDUM FOR DR. KISSINGER

FROM: Andrew Marshall *Am*

ON-FILE NSC RELEASE  
INSTRUCTIONS APPLY

At the December 3, 1971, meeting you indicated that

-- Each NSCIC member should prepare within ten days an initial statement of national intelligence needs.

-- Another meeting within two weeks be held to consider these statements.

This meeting should be slipped to a later date.

-- While if forced the statements of needs could probably be prepared, predictably their preparation has been difficult. The basis for a useful meeting is not available.

-- Attendance problems

-- Helms will be away from late on December 16. Cushman is leaving CIA soon.

-- Packard would be unlikely to attend and no replacement yet.

-- Proposed plan of work prepared by NSCIC Working Group will be available later and should provide the basis for a useful second meeting of NSCIC.

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What has been happening? The NSCIC Working Group had its first meeting on Monday, December 13, 1971, with Bronson Tweedy (Helms' representative) in the chair. Discussion focused upon future work of the Working Group and upon tasks of the NSCIC. Agreed that

-- Working Group to meet again in mid-January, agree upon and submit to NSCIC a plan of work.

-- Tweedy to undertake preparation of draft plan of work as well as information about current Intelligence Community efforts to reflect consumer needs.

I will work with Tweedy on preparation of draft working plan for next meeting of Working Group.

Next meeting of NSCIC should be about February 1, 1972. At that time, agenda would be:

-- Statements from State, DOD, and JCS on national intelligence needs.

-- Proposed work plan for Working Group, including description of mode of operation, selected studies and surveys to be undertaken for use by NSCIC.

-- Summary view of current efforts of Intelligence Community to perceive and respond to national intelligence needs.

#### Some Things You Should Think About

Attempts will be made to bring to NSCIC all sorts of intelligence problems, especially evident are States' desire to bring resource program issues there. I believe focus should be upon

-- Formulating and expressing national policy process needs for intelligence.

-- Providing continual review and evaluation of community product inputs to national policy process.

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You should be alert to tendency to turn every perceived intelligence deficiency into a program for new collection. Many failures are, in fact, the result of inadequate intelligence analysis and exploitation of available data.

The expression of needs is a complex and intellectually difficult problem. Comprehensive statement of needs and priorities, by region, by subject area (military, economic, political, etc.), by policy problem are (SALT, monetary negotiations, etc.) can be prepared. But, it is also important to take key policy areas and study them in more detail so as to state specific issues they involve and the resulting information needs. In addition, a continual review process should be set up to follow the sequence of steps:

- Initial statement of needs.
- Critical evaluation of product.
- Community responds to critique with improved product.

Most organizations are best affected through a consistent monitoring and feedback process rather than by a once and for all statement of demands upon them.

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